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PROGRAMME PLANNING

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR BOLIVIA

Note by the Administrator

I. PROGRAMMING PROCESS

1. The fifth country programme for Bolivia is the culmination of a process that formally began with the presentation of the United Nations Development Programme's advisory note for Bolivia. The note itself, however, was a product of a process of review and dialogue undertaken during the fourth cycle, especially during its second half, with the Bolivian national authorities, particularly with the Ministry of Planning and Coordination and the respective sectoral ministries, the technical agencies of the United Nations system and the bi- and multilateral donors in Bolivia. The consultations were extensive and the process rigorous, leading to the preparation of the fifth country programme document. It is the intention of the Government that this document should serve as a functional guide to be used for coordination and implementation of all technical assistance to be available to the country in the period 1992-1996.

II. ANALYTICAL COMMENTARY ON THE COUNTRY PROGRAMME

2. The programme proposed for the fifth cycle is directly derived from clearly defined government priorities and firmly founded commitments, especially as regards technical assistance in Bolivia. As earlier stated, this commitment has been a product of a dialogue undertaken in the context of

both the mid-term review and, more importantly, of a survey undertaken by UNDP of technical assistance from all sources being provided to the country in mid-1990. The survey clearly indicated that while Bolivia received aid valued at approximately $740 million, this was so lacking in focus that its impact on national programmes was unmeasurable.

3. The programme approach has been adopted for the country programme as its proposed modus operandi and UNDP will be expected to function as chief partner of the Government in technical assistance coordination. Furthermore, in this context the proposed country programme recognizes that successful implementation of the programme approach is possible only with the involvement of both the funding agents (United Nations and non-United Nations alike) and the technical expertise provided by the United Nations system at large. In the process the Resident Coordinator will assist the Government in carrying out a leadership and coordinating role, thereby allowing for "macro-management" and the moving of the programme components "upstream" so that they incorporate policy dialogue, resource mobilization and aid coordination. It is to be noted here that within this framework IPF funds are to be utilized as catalysts and seed money for programme and strategy determination, resource mobilization, monitoring and evaluation.

4. In accordance with Governing Council decision 90/34, each identified area of concentration provides a focus that is inclusive of its multisectoral components. The five chosen areas of concentration are each divided into programmes (see annex II of the country programme) multisectoral in scope and combining to achieve single larger objectives: economic stabilization, economic reactivation, human/social development, natural resources and the environment and alternative development. All of the objectives chosen address existing situations; the concept of human development furnishes the theme. As such, all programmes will achieve their impacts via processes entailing decentralization, privatization, betterment of social and educational conditions, and increased popular participation.

5. The country programme outlines criteria for impact assessment. These will need further refinement, specificity and quantification of the indicators of impact applicable to each area of concentration, and within it, to each programme.

III. MANAGEMENT OF COUNTRY PROGRAMME IMPLEMENTATION

6. The experience of Bolivia in the fourth country programme clearly indicates that national execution lends itself as a feasible and viable modality. The programmes proposed for the fifth country programme, therefore, involve ownership, responsibility and management by national institutions, with assistance being provided, as stated earlier and where necessary, in programme and strategy determination, in technical areas where capacity is lacking and/or needs to be strengthened and in resource mobilization.

7. Coordinating units will be utilized within the specific programmes, as appropriate, to serve as instruments to mobilize, coordinate and integrate inputs from donors. As earlier stated, national execution will be the principal form of implementation and will be supported by inputs from the specialized agencies and other technical entities in accordance with perceived need.

8. Monitoring, annual reviews of benchmarks and evaluation of impact will be conducted as envisaged in the programme approach. Standard UNDP monitoring procedures will be applied and the country programme will undergo a mid-term review in 1994.

IV. RECOMMENDATION OF THE ADMINISTRATOR

9. The observations made in the present note reflect the Administrator's belief that the fifth country programme for Bolivia is relevant for the development of the country, is in line with the Governing Council decisions, has the complete support of the Government and is based on a set of substantively sound and financially feasible objectives which can be expected to be achieved.

10. The Administrator therefore recommends that the Governing Council approve the fifth country programme for Bolivia.